



FY2012 Performance and Accountability Report

**Montgomery County
Department of Housing & Community Affairs**





Montgomery County Dept. of Housing and Community Affairs FY2012 Performance and Accountability Report



DHCA Alignment to County Priority Objectives

Montgomery County Priority Objectives

- **A Responsive and Accountable Government**
- **Affordable Housing in an Inclusive Community**
 - An Effective and Efficient Transportation Network
 - Children Prepared to Live and Learn
- **Healthy and Sustainable Communities**
 - Safe Streets and Secure Neighborhoods
 - A Strong and Vibrant Economy
 - Vital Living for All of Our Residents

DHCA Headline Performance Dashboard

<u>Headline Performance Measure</u>	<u>FY12 Results</u>	<u>FY11 Results</u>	<u>Performance Change</u>
Total affordable housing units produced and preserved - Includes no cost units, units funded and available for occupancy, and units that have been funded and are in the pipeline	2,619	2,638	
County cost per unit of affordable housing that is preserved	\$4,761	\$14,611	
County cost per unit of affordable housing that is produced	\$52,063	\$47,513	
Percent of cases that achieve voluntary compliance in Code Enforcement cases before a citation is written	94.22%	94.07%	
Number of housing Code Enforcement repeat offenses - More than 2 cases in a 2 year period	153	102	
Percent of Landlord-Tenant cases mediated successfully: Cases not referred to the commission	97.88%	98.93%	
Average length of time required to conciliate landlord/tenant disputes that do not go to the Landlord Tenant Commission: Multi-family disputes (workdays)	31	33	
Average length of time required to conciliate landlord/tenant disputes that do not go to the Landlord Tenant Commission: Single-family disputes (workdays)	36	31	
Gains achieved in neighborhoods receiving Neighborhood Revitalization funding or services - Under construction	N/A	N/A	



Montgomery County Dept. of Housing and Community Affairs FY2012 Performance and Accountability Report



DHCA At A Glance

What Department Does and for Whom

DHCA plans and implements activities which prevent and correct problems that contribute to the physical decline of residential and commercial areas; ensure fair and equitable relations between landlords and tenants; increase the supply of affordable housing; and maintain existing housing in a safe and sanitary condition.

How Much / How Many

Operating Budget: \$25,858,910; WY's: 56.9

Additional Resources and/or WYs

Total FY12 CIP - \$19,998,000

Total Dept Work Years – 77.3 WY

Multi-Family Housing Programs

This program creates and preserves affordable multi-family housing units. Loans are made to the Housing Opportunities Commission, nonprofit organizations, property owners, and for-profit developers.

Operating Budget: \$14,723,220; WY's: 7.0

Additional Resources and/or WYs

\$15M – Housing CIP (HIF Revolving Program)

\$2.47M – Housing CIP (Loan Repayments)

Single-Family Housing Programs

This program creates and preserves affordable single-family housing units. It enforces Chapter 25A of the County Code to ensure that Moderately Priced Dwelling Units (MPDUs) are provided and monitored for resale control.

Operating Budget: \$862,940; WY's: 7.5

Additional Resources and/or WYs

1.5 WY to ARRA Programs

1.0 WY to DPS

Housing Code Enforcement

This program enforces Chapter 26 of the County Code, Housing Maintenance, by inspecting rental condominiums, multi-family apartments, and single-family housing to ensure safe and sanitary conditions; and Chapter 48, Solid Wastes; and Chapter 58, Weeds, the County's residential weeds and rubbish codes.

Operating Budget: 1,007,610; WY's: 14.9

Additional Resources and/or WYs

1.2 WY to ARRA Programs

5.9 WY to DEP (Solid Waste)

2.0 WY to Takoma Park (Grant)

1.0 WY to HOME Program



Montgomery County Dept. of Housing and Community Affairs FY2012 Performance and Accountability Report



DHCA At A Glance (Cont.)

What Department Does and for Whom

Grants Administration

Staff provides management and oversight to ensure compliance with all regulatory requirements for Federal funding awarded to Montgomery County by the U.S. Department of Housing and Urban Development (HUD).

Landlord-Tenant Mediation

This program ensures fair and equitable relations between landlords and tenants and encourages the maintenance and improvement of housing.

Neighborhood Revitalization

This program provides planning and implementation for neighborhood revitalization in targeted areas including commercial revitalization as well as assistance to address other community-related concerns.

Licensing and Registration

This program issues licenses to all rental housing (apartments, condominiums, single-family) and registers all housing units within common ownership communities.

How Much / How Many

Operating Budget: \$6,899,760; WY's: 3.5

Additional Resources and/or WYs
0.5 WY to ARRA Programs

Operating Budget: \$762,350; WY's: 6.5

Operating Budget: \$128,260; WY's: 3.3

Additional Resources and/or WYs
\$1.338M CIP – CDBG
\$1.080M CIP – GO Bonds
\$110k CIP – Current Revenue
5.2 WY to Capital Programs
1.5 WY to ARRA Programs

Operating Budget: \$349,130; WY's: 3.0



Montgomery County Dept. of Housing and Community Affairs FY2012 Performance and Accountability Report



DHCA At A Glance (Cont.)

What Department Does and for Whom	How Much / How Many
<p><u>Housing Administration</u></p> <p>This program provides management and oversight to support activities within the housing division including single and multi-family housing programs, code enforcement and landlord tenant mediation.</p>	<p>Operating Budget: \$307,860; WY's: 2.8</p> <p>Additional Resources and/or WYs 0.2 WY to ARRA Programs</p>
<p><u>Administration</u></p> <p>This program provides overall direction, administration, and managerial support to the Department. Activities include budgeting, financial management, personnel management and administration, program oversight, training, automated systems management, and policy/program development and implementation.</p>	<p>Operating Budget: \$817,780; WY's: 8.4</p> <p>Additional Resources and/or WYs 0.4 WY to ARRA Programs</p>

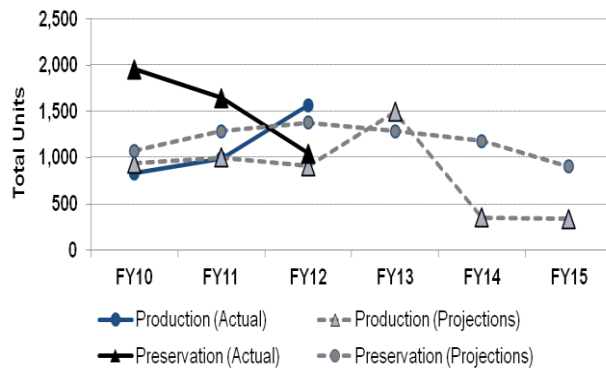


Montgomery County Dept. of Housing and Community Affairs FY2012 Performance and Accountability Report



Headline Performance Measure 1: Number of affordable housing units produced and preserved

Performance Trends



	FY10	FY11	FY12	FY13 Proj	FY14 Proj	FY15 Proj
Production Total	833	992	1,572	1,198	353	340
County Funded Units Online	385	497	278	1,222	101	76
No-Cost Units Online	114	184	201	203	213	224
Production Pipeline	334	311	1,093	73	39	40
Preservation Total	1,957	1,646	1,047	1,289	1,183	904
County Funded Units Online	336	802	766	849	898	610
No-Cost Units Online	700	404	0	100	105	110
Preservation Pipeline	921	440	281	340	180	184

Factors Contributing to Current Performance

- Positive history of acceptance and support for inclusive and mixed-income communities from stakeholders
- Continued funding for the MHI and Housing CIP; ability to exercise “right of first refusal”
- Strong partnerships with non-profit and private sectors
- Opportunities for redevelopment of infill and transit station areas

Factors Restricting Performance Improvement

- High property and land costs
- Economy has slowed the production of new housing
- Reductions in state and federal funding sources require greater local contribution.
- NIMBYism – localized opposition to affordable housing development
- A limitation on future residential development as the County nears “build-out”

Performance Improvement Plan

- Preserve existing affordable housing through aggressive code enforcement and effective utilization of Housing Acquisition and Rehabilitation dollars.
- Increase attention to preserving affordable multifamily rental buildings/ developments.
- Establish goals for addition of affordable housing to County stock and closely monitor progress on achieving those goals.
- Continue aggressive push of closing cost assistance program managed by HOC.
- Pursue prompt completion of development on county owned parcels, i.e., Bowie Mill, Fleet Street, Hampden Lane, and Silver Spring Library Senior Residences.
- Promote mixed-use development (e.g., the promotion of housing development in non-residential areas).
- Continue the focus on, and coordination of, housing for those with special needs, e.g. homeless, persons with disabilities, seniors, etc.
- Promote the adaptive use of the County’s existing housing stock to reduce demand on new housing: e.g., assist seniors in adapting their homes to meet their needs.

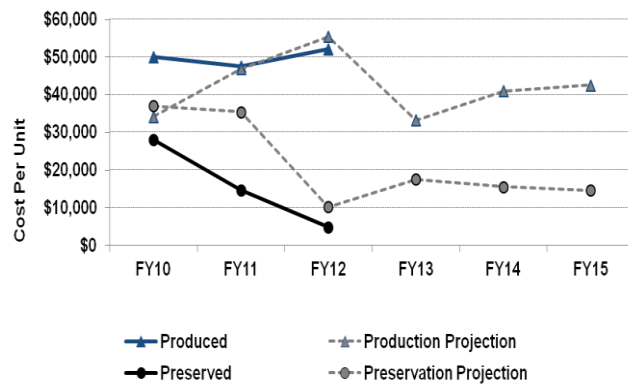


Montgomery County Dept. of Housing and Community Affairs FY2012 Performance and Accountability Report



Headline Performance Measures 2 and 3: County cost per unit of affordable housing produced and preserved

Performance Trends



	FY10	FY11	FY12	FY13 Proj	FY14 Proj	FY15 Proj
Produced	\$50,047	\$47,513	\$52,063	\$33,240	\$40,974	\$42,547
Preserved	\$28,005	\$14,611	\$4,761	\$17,454	\$15,555	\$14,674

Factors Contributing to Current Performance

- Positive history of acceptance and support for inclusive and mixed-income communities from stakeholders
- Continued funding for the MHI and Housing CIP; ability to exercise “right of first refusal”
- Strong partnerships with non-profit and private sectors
- Opportunities for redevelopment of infill and transit station areas

Factors Restricting Performance Improvement

- High property and land costs
- Economy has slowed the production of new housing
- Reductions in state and federal funding sources require greater local contribution.
- NIMBYism – localized opposition to affordable housing development
- A limitation on future residential development as the County nears “build-out”

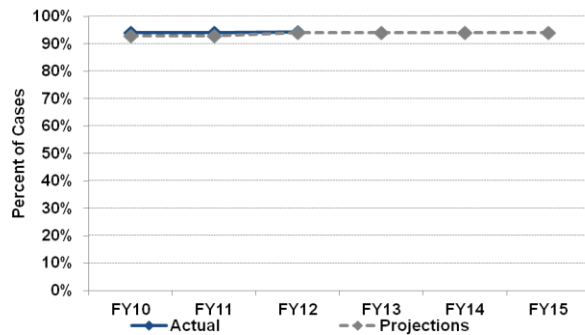
Performance Improvement Plan

- Preserve existing affordable housing through aggressive code enforcement and effective utilization of Housing Acquisition and Rehabilitation dollars.
- Increase attention to preserving affordable multifamily rental buildings/ developments.
- Establish goals for addition of affordable housing to County stock and closely monitor progress on achieving those goals.
- Continue aggressive push of closing cost assistance program managed by HOC.
- Pursue prompt completion of development on county owned parcels, i.e., Bowie Mill, Fleet Street, Hampden Lane, and Silver Spring Library Senior Residences.
- Promote mixed-use development (e.g., the promotion of housing development in non-residential areas).
- Continue the focus on, and coordination of, housing for those with special needs, e.g. homeless, persons with disabilities, seniors, etc.
- Promote the adaptive use of the County’s existing housing stock to reduce demand on new housing: e.g., assist seniors in adapting their homes to meet their needs.



Headline Performance Measure 4: Percent of cases achieving voluntary code enforcement compliance before citation is written

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Actual	94%	94%	94%			
Projections	93%	93%	94%	94%	94%	94%

Factors Contributing to Current Performance

- Relatively healthy housing stock
- Residents willingness to comply with codes and not to be the exception in the neighborhood
- Strong multifamily landlords
- Competent and efficient code staff

Factors Restricting Performance Improvement

- Some areas have high concentration of consistent compliance violators
- Some neighborhoods have relatively high concentration of overcrowding
- Lack of knowledge in some landlords
- Need for better coordination of multi-departmental code enforcement

Performance Improvement Plan

- Increase use of shared data base for use by various departments involved in code related issues.
- Improve ability to identify relocation resources for families/individuals that need to move for code related reasons.
- Continue community awareness effort to keep community informed of code requirements.
- Solicit assistance from real estate community to identify problems and better counsel their colleagues.

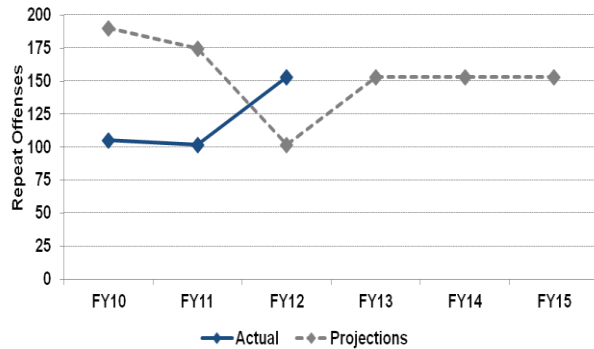


Montgomery County Dept. of Housing and Community Affairs FY2012 Performance and Accountability Report



Headline Performance Measure 5: Number of housing code enforcement repeat offenses (more than two visits in two years)

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Actual	105	102	153			
Projections	190	175	102	153	153	153

Factors Contributing to Current Performance

- Relatively healthy housing stock
- Residents willingness to comply with codes and not to be the exception in the neighborhood
- Strong multifamily landlords
- Competent and efficient code staff

Factors Restricting Performance Improvement

- Some areas have high concentration of consistent compliance violators
- Some neighborhoods have relatively high concentration of overcrowding
- Lack of knowledge in some landlords
- Need for better coordination of multi-departmental code enforcement

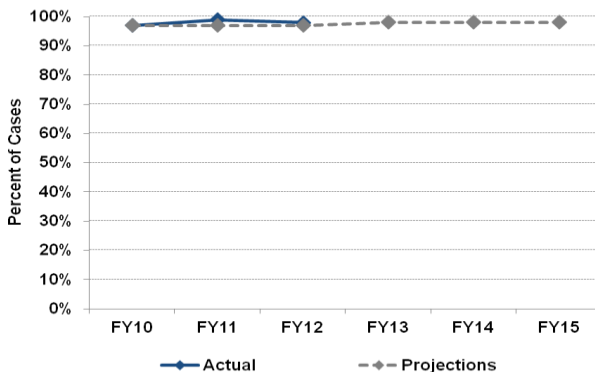
Performance Improvement Plan

- Increase use of shared data base for use by various departments involved in code related issues.
- Improve ability to identify relocation resources for families/individuals that need to move for code related reasons.
- Continue community awareness effort to keep community informed of code requirements.
- Solicit assistance from real estate community to identify problems and better counsel their colleagues.



Headline Performance Measure 6: Percent of landlord/tenant cases mediated successfully: cases not referred to the commission

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Actual	97%	99%	98%			
Projections	97%	97%	97%	98%	98%	98%

Factors Contributing to Current Performance

- Landlord/Tenant Commission and staff have a solid track record in addressing issues and setting a standard for landlords and tenants
- High conciliation success rate between landlords and tenants prior to going to Commission

Factors Restricting Performance Improvement

- Increase of landlords managing small properties
- Tightness of the rental housing market reduces the incentive for landlords to conciliate
- Impression by some landlords that the staff and Commission inequitably support tenant positions in disputes. Some tenants feel the opposite is true

Performance Improvement Plan

- Promote education of landlords and residents regarding the law and the responsibilities of each.
- Improve the technology used to respond to questions, to open cases and to track those cases.
- Determine the impact of landlord/tenant activities on the number and type of cases that are taken to the District Court.
- Examine recommendations of the tenant task force to determine what changes might be appropriate in policy or procedures in DHCA.

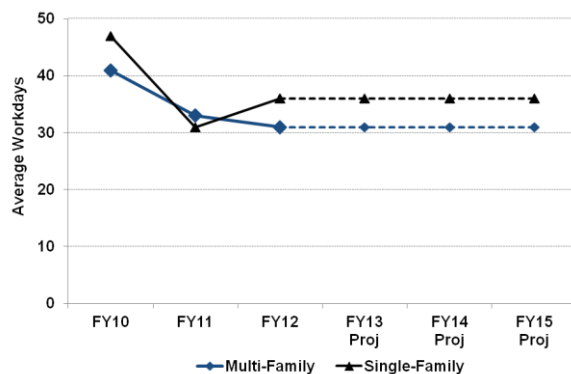


Montgomery County Dept. of Housing and Community Affairs FY2012 Performance and Accountability Report



Headline Performance Measures 7 and 8: Average length of time required to conciliate landlord/tenant disputes that do not go to the Landlord/Tenant Commission (in workdays) for single and multi-family disputes

Performance Trends



	FY10	FY11	FY12	FY13 Proj	FY14 Proj	FY15 Proj
Average Workdays: Multi-family disputes	41	33	31	31	31	31
Average Workdays: Single-family disputes	47	31	36	36	36	36

Factors Contributing to Current Performance

- Landlord/Tenant Commission and staff have a solid track record in addressing issues and setting a standard for landlords and tenants
- High conciliation success rate between landlords and tenants prior to going to Commission

Factors Restricting Performance Improvement

- Increase of landlords managing small properties
- Tightness of the rental housing market reduces the incentive for landlords to conciliate
- Impression by some landlords that the staff and Commission inequitably support tenant positions in disputes. Some tenants feel the opposite is true

Performance Improvement Plan

- Promote education of landlords and residents regarding the law and the responsibilities of each.
- Improve the technology used to respond to questions, to open cases and to track those cases.
- Determine the impact of landlord/tenant activities on the number and type of cases that are taken to the District Court.
- Examine recommendations of the tenant task force to determine what changes might be appropriate in policy or procedures in DHCA.



Montgomery County Dept. of Housing and Community Affairs FY2012 Performance and Accountability Report



Headline Performance Measure 9: Gains achieved in neighborhoods receiving Neighborhood Revitalization funding or services

New Headline Measure

DHCA, in conjunction with the CountyStat office, is developing the necessary criteria to measure the performance of this program.



Responsive and Sustainable Leadership:

Responsive and Sustainable Leadership has been the cornerstone of the County Executive's vision for Montgomery County government. To advance this vision, we have identified eight overarching goals for all County departments:

1) Effective and Productive Use of the Workforce/Resources:

Department actively works to effectively and productively use its workforce/resources, including, but not limited to, better management of overtime, implementation of productivity improvements, reduction of ongoing costs, and efficient use of other resources.

- a) *72% increase in average overtime hours used by all approved positions. (8.4 overtime hours/position in FY 11 to 14.5 in FY12) (Source: Department provides and CountyStat validates)*

HCA limited FY12 overtime almost exclusively to the American Recovery and Reinvestment Act-funded Weatherization Program and to weekend code enforcement cleanup efforts.

- b) *XX% increase/decrease in average Net Annual Work Hours worked by all approved positions (data/information not available yet)*

2) Internal Controls and Risk Management:

Department actively assesses its internal control strengths, weaknesses, and risks regarding compliance with laws, regulations policies and stewardship over County assets. Department reviews and implements Internal Audit recommendations in a systematic and timely manner, and proactively manages risk pertaining to improving workplace safety, decreasing work-related injuries, and reducing County exposure to litigation.

- a) *XX% of Audit report recommendations were fully implemented since issuance of the audit report (Source: Internal Audit provided to CountyStat)*

Internal Audit shows no action items for DHCA.

- b) *Two additional work-related injuries year-to-year (0 in FY11 to 2 in FY12)(Source: CountyStat)*

- DHCA proactively manages risk pertaining to improving workplace safety, decreasing work-related injuries, and reducing County exposure to litigation.
- DHCA complies with State laws and County regulations regarding occupational injury.
- DHCA has developed internal financial, administrative and work safety controls.
- DHCA actively practices sound stewardship over County assets.



Montgomery County Dept. of Housing and Community Affairs FY2012 Performance and Accountability Report



3) **Succession Planning:**

Department actively plans for changes in its workforce, in order to maintain continuity of services, develop staff capabilities, maintain and/or transfer knowledge, and enhance performance.

a) List all the key positions/functions in your department that require succession planning (Under Construction)

b) XX% of those identified key positions/functions have developed and implemented long-term succession planning (Under Construction)

DHCA plans for workforce changes by cross training its staff to ensure a seamless transition of work assignments, to maintain and provide services, to transfer knowledge, and to enhance performance.

The DHCA Director holds regular meetings with managers. Agendas for these meetings include discussions on a wide variety of industry related issues, review of office policies, enforcement of sound decision making, and strategic planning development. This training encourages managers to reach out for greater responsibility.

DHCA frequently uses the team approach to complete projects. This method has a mentoring effect on lower grade employees, helping them to develop skills and capabilities that may be needed for future projects and promotional opportunities.

4) **Mandatory Employee Training:**

Department systematically monitors and actively enforces employees' mandatory and/or required trainings.

XX% of department's employees who have fulfilled mandatory County/State/Federal training requirements [Under Construction]

DHCA disburses class schedules, sends reminders regarding mandatory training and monitors employee attendance.

The County's mandatory training will be included on all employees' performance plans and progress/completion will be discussed and rated during employees' performance evaluations.



Montgomery County Dept. of Housing and Community Affairs FY2012 Performance and Accountability Report



5) Workforce Diversity and MFD Procurement:

Department actively participates in the recruitment of a diverse workforce and enforcement of MFD procurement requirements.

*Workforce Diversity: refer to or attach summary yearly report prepared by OHR
(Source: Department provides and CountyStat validates)*

	African Amer	Native Amer	White	Asian	Hispanic	Other
DHCA	37.7%	0.0%	40.6%	1.4%	18.9%	1.4%

MFD Procurement: refer to or attach summary yearly report prepared by DGS
(Source: Department provides and CountyStat validates) ([Link](#) to report)*

***Note:** MFD Procurement is not applicable to DHCA and not included in linked report.



6) Innovations:

Department actively seeks out and tests innovative new approaches, processes and technologies in a quantifiable, lean, entrepreneurial manner to improve performance and productivity.

Total number of innovative ideas/project currently in pipeline for your department, including the ones initiated in coordination with the Montgomery County Innovation Program.

Code Enforcement Database Improvements

- Continue adding features to mobile web app used by code inspectors on mobile devices (for example, cases in proximity to inspectors location; routing to properties scheduled for inspection that day, etc.). This will improve efficiencies by enabling inspectors to conduct inspections that are located in the same geographic area and avoiding unnecessary travel saving inspector time.
- Develop feature to automatically assign cases to inspectors based on map grid code and current case load. This will improve efficiencies by better assigning cases in proximally to other cases worked by inspector and more evenly distributing the workload.

Housing Licensing and Registration System Improvements

- Redesign GIS online apartment directory, replacing duplicate data source with direct link to live licensing data. This will improve efficiencies and streamline maintenance by eliminating current use and maintenance of two separate data sources.
- Develop online Annual Rental Survey app to display existing data to and collect new data from property managers directly into DHCA's HLRS system. This will improve efficiencies by reducing the number of surveys that must be manually data entered by HLRS staff.

House Loan and Rehab Loan Database Improvements

- Redesign and relaunch online house loan compliance system implementing new federal utility and zone data. This will improve efficiencies by having property managers enter data directly into DHCA's house loan compliance database, reducing the level of effort needed for annual reviews by DHCA staff.
- Update spreadsheets used to review Home Loan rent compliance for scattered sites, implementing new federal utility and zone data on a property by property basis. This will improve efficiencies by making it less cumbersome to manually adjust spreadsheets for review of scattered site properties.

MPDU Improvements

- Update design to facilitate compliance monitoring of renters at MPDU rental properties. This will improve efficiencies by making it easier for DHCA to audit renter information and program compliance.



Montgomery County Dept. of Housing and Community Affairs FY2012 Performance and Accountability Report



7) **Collaborations and Partnerships:**

Department actively participates in collaborations and partnerships with other departments to improve results beyond the scope of its own performance measures. Please only list accomplishments that had positive results for other department(s) as well.

a) Total \$\$ saved by through collaborations and partnerships with other departments

b) List your accomplishments and/or expected results (Source: Department)

DHCA collaborates extensively with many Montgomery County Departments, state and federal agencies, and non-profit and for-profit organizations. For example:

Office of the County Attorney – DHCA works with OCA in order to assure the legal suitability of housing development project documents and other housing service programs as well as to monitor and to take legal action against MPDU Program violators as appropriate.

Health & Human Services – DHCA works with HHS to provide eviction prevention assistance, administer Housing First rental assistance programs and to administer the American Recovery and Reinvestment Act “Rapid Rehousing” program.

Regional Service Centers – DHCA provides educational materials for landlords and tenants to the Service Centers.

For-profit and non-profit developers – DHCA continues to provide funding to a variety of for-profit and non-profit developers to produce and preserve units, and to provide housing-related services and programs.

State & Federal Agencies – DHCA works closely with the Maryland Department of Housing and Community Development, the Maryland Department of Labor Licensing and Regulation, the U. S. Department of Housing and Urban Development and other regulatory agencies regarding a variety of housing-related issues.



Montgomery County Dept. of Housing and Community Affairs FY2012 Performance and Accountability Report



8) **Environmental Stewardship:**

Department actively makes appropriate changes to workplace operations, workflow, employee behavior, equipment use, and public interactions to increase energy-efficiency, reduce its environmental footprint, and implement other environmentally responsible practices.

- a) *37% decrease in print and mail expenditures (Source: CountyStat)*
- b) *0.1% increase in paper purchases (measured in total sheets of paper) (Source: CountyStat)*
- c) *List your accomplishments and/or expected results (Source: Department)*

DHCA makes appropriate and responsible use of office equipment to increase energy efficiency and to reduce its environmental footprint.

DHCA continues to comply with the County's paper reduction initiative.

DHCA encourages recycling and maintains appropriately labeled, conveniently located recycle bins throughout the office.